

PLANNING AHEAD

Notes for the Planning and Policy Community

Volume 4, Issue 4

June 2001

In This Issue

Senior Planning Vacancies	1
Mission Planning and Development Update	2
Chief of Engineers Environmental Advisory Board Update	2
Items of Note - On the Web.....	2
Upcoming Meetings.....	3
Deep Draft Navigation Data and Analysis Workshop Proceedings	4
Measuring the Transportation Contributions of U.S. Waterways	5
National Transportation Statistics 2000 (NTS) Now Available	6
Hurricane Fran.....	6
New Tools to Assist Civil Works Planning.....	7
Whither The Coastal America Partnership?	9
Information Needed About Alternatives to Riprap and Structural Erosion Control	10
Instructions for Contributors to Planning Ahead.....	11
Subscribing to Planning Ahead	11
Submissions Deadline.....	12

(Ed. Note – Click on the page number in the Table of Contents to jump to the specific article. To return to the Table of Contents, click on the .)


Senior Planning Vacancies

We have created this special section in *Planning Ahead* to highlight vacancy announcements for senior planning positions, especially planning chief positions. We encourage all divisions and districts to place senior planner position announcements in *Planning Ahead* to give them greater visibility. Also you can find most vacancy announcements at <http://cpol.army.mil/va/scripts/public.html>

There were no announcements provided for this month. 

Mission Planning and Development Update

Rennie Sherman – CECW-PD


This column will provide updates on the interagency and non-governmental partnering activities of the CECW-PD staff, as well as the status of various Planning and Policy initiatives. Suggestions for future topics may be submitted to Ellen Cummings. 

Chief of Engineers Environmental Advisory Board Update

Ellen Cummings - CECW-PD

The Chief of Engineers Environmental Advisory Board met on 24 April 2001 at Corps Headquarters. In the morning, the board members and nominees were shown the Command Briefing and Jim Johnson, Chief, Planning and Policy, provided a short briefing on current issues facing the Corps. The board members and nominees met the Director of Civil Works and the Chief at lunch and the Chief discussed his hopes for the Board. The Board meeting consisted primarily of a discussion by the board members and nominees of their views of what the board can contribute. The Chief would like to showcase the Corps labs and the board expressed an interest in being involved in discussion of a specific project. The meeting went well and the interaction of the board members and nominees among themselves and with General Flowers was upbeat and dynamic.

The next meeting will be in Vicksburg on 2 November. Tentatively the meeting will be preceded by briefings and tours of ERDC and the Yazoo project for the Board members

The board must have no less than five and no more than 10 members. Each unpaid member is appointed for a two-year term and may only serve two consecutive terms. Diversity in background, geographic representation, etc. is sought in board members, who should also be individuals of stature in the region if not the nation. The Board members should represent a balance of expert knowledge, experience, and geographic orientation in natural and cultural resource management matters. A package recommending reappointment of four members and appointment of three new members has been transmitted to ASA (CW) for processing. One of the five members who participated in the April meeting is completing his second term and cannot be reappointed. Additional information about the Environmental Advisory Board including brief biographical sketches of the five members that attended the 24 April meeting may be found at http://www.usace.army.mil/inet/functions/cw/hot_topics/eab.htm. We expect to post the minutes of the meeting on the web site in the near future. (Ellen Cummings/(202) 761-4558) 

Items of Note - On the Web

Ellen Cummings – CECW-PD

You can click on <http://www.usace.army.mil/inet/usace-docs/> to get to the main publication page and then the “What’s New” link to keep track of the new publications.

Other websites of interest:

ERDC Digital Media Archive finds the online document you need either by keyword or whole-text searches. The digital media archive may be accessed from <http://libweb.wes.army.mil/index.htm>. If you would like to receive notification of new publications you may send an e-mail to listinfo@erdc-vpc.wes.army.mil and you will get a return message listing addresses for 19 options.


Log on to <http://www.wes.army.mil/SL/INP/> for information about the Innovations for Navigation Research Program. A workshop was held in December 2000 and the proceedings including pictures, slide presentations and workshop breakout summaries are available at http://www.wes.army.mil/SL/INP/Workshop_2000/agenda.htm.

The DOTS Technical Support Program now supports all navigation projects. See details of how to request support and browse the online offerings at <http://www.wes.army.mil/el/dots/dots.html>.

Information about the Coastal Inlets Research Program: may be found at <http://cirp.cerc.wes.army.mil/cirp/cirp.html>.

Some U.S Environmental Protection Agency (<http://www.epa.gov>) sites that might be useful include:

Watershed Restoration – <http://www.epa.gov/owow/restore>.
Watershed Academy – <http://www.epa.gov/watersher/wacademy>
Surf Your Watershed – <http://www.epa.gov/sur>

If you are aware of a site that may be of interest to others, please send a note with the address and brief description to Ellen Cummings or Harry Kitch. 

Upcoming Meetings

Compiled by Ellen Cummings

INAUGRAL U.S. SOCIETY FOR ECOLOGICAL ECONOMICS CONFERENCE. This conference will be held 11-13 July at the Duluth Entertainment and Convention Center. The theme is “Pathways to Sustainability: Theory and Practice.” The program includes an array of speakers both nation and international. Topics include “Defining Ecosystem Services” and discussion of hydropower dam relicensing, as well as quantifying sustainability. Registration prior to 30 June is \$250.00 for non-members. Additional information about the meeting including the agenda, information about plenary speakers, hotels and registration may be found at <http://www.ussee.org/>.


COASTAL ZONE 2001. This is the 12th biennial international symposium on coastal and ocean management and is sponsored by Departments of Commerce, Interior, Transportation, and Energy, the Environmental Protection Agency and the State of Ohio. The conference theme is “Hands Across the Water-Linking Land, Lake, and Sea”. The conference is being held in Cleveland at the Convention Center 15-19 July with a multitude of concurrent sessions, workshops and posters. Registration is \$350.00. The agenda, information about workshops, registration and more may be found at <http://www.csc.noaa.gov/cz2001>.

8th INTERNATIONAL WATERFOWL & WETLANDS SYMPOSIUM. Ducks Unlimited hosts this symposium every five years. This year's event will be at the Hyatt Regency, Capitol Hill, Washington, D.C. July 20-22. Among the symposium's topics will be the increasing value of water as it relates to wildlife habitat and to the needs of society. The Corps will be one of the many state, Federal, and international sponsors of this event. The Director of Civil Works, General Van Winkle, is scheduled to make a presentation. The registration fee is \$300.00. Additional information about the meeting, including preliminary agenda and registration form may be found at http://www.ducks.org/conservation/symposium_conference_2001.asp. HQ POC is Ellen Cummings, CECW-PD.

11th INTERNATIONAL CONFERENCE ON AQUATIC INVASIVE SPECIES. This conference is scheduled for 1-4 Oct 01, at the Hilton at Mark Center, Alexandria, VA. It is being hosted by ERDC and includes a number of U.S. and Canadian Federal agencies and regional power authorities as co-sponsors. The focus of the meeting will be on the Economic and Ecosystem Impacts of Aquatic Invasive Species. The preliminary agenda and additional information may be found at <http://www.aquatic-invasive-species-conference.org>.

MARINE TRANSPORTATION SYSTEM (MTS) RESEARCH AND TECHNOLOGY COORDINATION CONFERENCE. The DCW has agreed to the Corps hosting the next biennial conference, to be held 14-16 Nov 01 at the National Academy of Sciences facility in Washington DC. CERD and CW-OD will support this effort, which will focus in large part on ongoing interagency R&D supporting the MTS 2020 strategic plan (e.g. Regional Sediment Management). For additional information about the conference go to <http://www.waterways-rd.gov/>.

20th ANNUAL SUBMERGED LANDS MANAGEMENT CONFERENCE. The Washington State Department of Natural Resources is hosting this conference in Seattle, September 23-25, 2001, at the Bell Harbor International Conference Center. The conference is for state and provincial managers who deal with issues pertaining to the administration of submerged lands and adjacent uplands. Prior to August 15, 2001, the registration fee is \$390.00. The website for the 2001 SLMC is <http://www.wa.gov/dnr/base/SLMC.html>.

If you are aware of an upcoming meeting that may be of interest to others, please send a note with the address and brief description to Ellen Cummings or Harry Kitch. 


Deep Draft Navigation Data and Analysis Workshop Proceedings

Arlene Dietz, CEIWR-NDC

Both new developments and some refresher material on deep draft navigation data and statistics and their uses were shared with Corps managers, economists, planners and operations personnel during the 7-9 March 2001 workshop. This workshop was hosted by Mobile District under Ken Claseman's leadership and organized by IWR's Ian Mathis and Arlene Dietz.

If you missed the workshop you may find the presentations at <http://www.sam.usace.army.mil/deepdraftworkshop>. Some examples of content from speakers are as follows:

- Deep Draft Navigation Workshop Overview: This slide show sets the stage with information about the Corps navigation mission within Civil Works (CW). The 2001 appropriation shows that navigation comprises 42 % (\$1.9 billion) of the CW pie.
- Chemical Hazard Analysis: This presentation by Michael Parks of New Orleans District demonstrates his use of waterborne commerce data with the Hazardous Material Relational Tables which are available on NDC's web site and CD, to identify the risks from various hazardous materials moving through the Inner Harbor Canal Navigation Lock.


If you have questions about the workshop or perhaps your district or division would like to host a workshop focusing on deep draft and/or shallow draft navigation advise Arlene Dietz at 703-428-7071. 

Measuring the Transportation Contributions of U.S. Waterways

Arlene Dietz, CEIWR-NDC

A waterway can serve commercial traffic on a local level or the traffic can link, as a rural road links to the state and to the interstate highways systems, to other waterways within the nation. Waterborne Commerce Statistics Center has just released a new measure of a single waterway's contribution to the whole system, called system ton-miles. Historically, the Waterborne Commerce of the United States reported ton-miles for a waterway, that is the distance traveled by one ton on that individual waterway. However, the full contribution that waterway makes to entire transportation system would be the ton-miles on a single waterway plus the ton-miles that same ton travels on the rest of the U.S. waterway system.

Using several examples for the five year period 1995-1999: The Illinois and Upper Mississippi rivers over the five year period moved an average of 8 and 16 billion ton-miles per year, respectively, on those rivers. Impressive, however, these rivers by their very existence were also responsible for additional movements on the rest of the nation's waterway system adding another 33 and 76 billion ton-miles. Put in other words, for every ton-mile moved on these two rivers, other U.S. waterways would experience 4.1 and 4.7 ton-miles. Another example, the Tennessee and the Cumberland rivers, respectively, contributed 3.0 and 3.6 ton-miles to other parts of the U.S. system for every ton-mile generated on those rivers.

The decision-maker can now look at tons and ton-miles on a single waterway as well as the system ton-miles (the contribution a named waterway makes to the nation). This newest measure, system ton-miles, offers an expansion to the Corps toolbox of measures. Interested in more information on this new measure or the related tons and ton-miles? Contact Statistician Debra Jackson at 504-862-1472 for information and to offer feedback on this new measure. 

National Transportation Statistics 2000 (NTS) Now Available *Arlene Dietz, CEIWR-NDC*

The NTS 2000 provides extensive information about transportation topics:

1. It addresses the extent, condition, and performance of the transportation network.
2. It details transportation's safety record, providing data on fatalities, injuries, and accidents for each mode, and hazardous material incidents.
3. It presents data on transportation energy use and related environmental impacts, such as air, noise, and water pollution and solid waste.
4. It focuses on the relationship between transportation and the economy and transportation's contribution to the gross domestic product, employment by industry and occupation, and transportation-related consumer expenditures.

To view NTS 2000 on-line: <http://www.bts.gov/btsprod/nts/nts2000/> 

Hurricane Fran

Ted Hillyer - Institute for Water Resources

Coastal North Carolina was impacted by two very powerful hurricanes in the summer of 1996, Hurricane Bertha (a category 2 storm) on 12-13 July and Hurricane Fran (a category 3 storm) on 5-6 September. These storms hit areas protected by Corps shore protection projects (Carolina Beach and Wrightsville Beach) and areas not protected by Corps shore protection projects (Kure Beach and three communities on Topsail Island). This natural phenomenon presented an ideal opportunity to examine the value of Corps shore protection projects. In order to accomplish this study, Corps of Engineers experts from Headquarters, the Wilmington District, Engineer Research and Development Center and the Institute for Water Resources joined forces. Outside consultants were also used in the study. The study looked at the physical parameters of the storms (winds; storm surge and waves (which were modeled); and high water marks) as well as the offshore geology of the area to determine if these played a role in the storms relative impact on the communities. Finally, demographic information was collected and an economic damage assessment was performed of the impacted areas.

While two storms hit the area, and some of the data collected and modeled compared the results of Bertha versus Fran, this report focuses on the last, and the most powerful of the storms, Fran. The results of this “case study” are:

- The areas protected by Corps shore protection projects received less damage as a percent of total property value than did the unprotected areas.
- While differences in physical storm parameters (winds, storm surge, and waves) were observed along the oceanfront, the differences were not large enough to explain the differences in damage. If anything, storm parameters showed the most severe part of the storm hit the protected area of Wrightsville Beach and the less severe part of the storm hit the unprotected area of Topsail Island.
- Offshore geology, which also varies along the oceanfront, likely contributed to damages and lack of damages.
- The areas with existing wide beaches and a frontal dune system, either natural or man-made, experienced less storm damages.

- **In summary, beach nourishment projects do reduce hurricane storm damages, which, in turn, reduce Federal disaster recovery costs.**

This report, Hurricane Fran Effects on Communities With and Without Shore Protection: A Case Study at Six North Carolina Beaches, has just been published as IWR Report 00-R-6, dated December 2000. This 262-page report can be found at www.iwr.usace.army.mil/. For more information contact Ted Hillyer (CEIWR-PD) 703/428-6140. 

New Tools to Assist Civil Works Planning

William Arnold – CEMVD

About two years ago, a decision was made to replace the automated information system for the Corps (PROMIS) with commercial software. This new system was termed **P2**, implying PROMIS 2, but this replacement will have much capability and overall utility than PROMIS. At the same time the decision was made, it was also recognized that in order for such a system to be successful, it had to be designed around standard business practices that all Corps offices will use. These standard business practices are being developed as part of the **Corporate Business Process Initiative (CBP)**.

Why is this important to planners? Because study managers and planning teams will plan and manage their resources using these standard processes and information systems. For example, the standard network analysis system (NAS) that everyone in the Corps will use is a Primavera product, P3e. All studies will have to have their schedules, milestones, and resource requirements entered into this NAS to obtain resources through P2. Part of this initiative is to develop training needs for everyone using the new systems.

Why is the Corps establishing common business processes? Because the world has changed. Our clients and partners are demanding that we become more agile, client-focused, and make more efficient use of ever dwindling resources. Business practices and organizational structures that were effective for many years no longer serve us well in the Information Age. We are transforming ourselves into a client-focused, team-based, learning organization that truly operates corporately. 41 Districts, 8 Labs, 2 Centers and 8 Regions are coming together to work as one Corps. To work together efficiently, we must establish common business practices that transcend organizational and geographic boundaries. In addition, requirements such as the National Performance Review and GPRA require Federal agencies to streamline and improve their business practices. Before we can begin to improve our processes, we must establish a common baseline.


How will this benefit planners? The goal is to provide user-friendly software and a process that is simpler and more efficient than current systems. Since P2 will have a direct interface with the NAS system, data will be entered only once into the system. The goal is also to eliminate a number of upward reporting requirements such as the CAP and GI databases. The same information will be available from the reporting capabilities of P2. Managers will have much-improved capability to retrieve reports from the system eliminating numerous data calls. This will provide a much better capability to do regional and strategic planning for the whole organization. With standard systems, the concept of regional teams and work sharing across organizational boundaries will be much easier.

The standard business practices will be available to everyone in the Corps on a website, the PMBP Manual. The processes described in this manual will serve as a framework within which we can empower our teams to do the right thing for our clients and partners. The PMBP Manual will serve as the cornerstone of the USACE quality system for continuous improvement and lessons learned. Specific goals for the PMBP Manual and supporting AIS (P2 and CEFMS) are as follows:

- ◆ **Interfaces Doctrine with Corporate AIS:** P2, CEFMS and interfacing systems comprise the USACE corporate work management system. These systems must support how we want to do business, rather than driving it. All work is managed in P2, regardless of funding source. We will minimize upward reporting through effective use and continuous updating of P2. One point data entry – share data system to system via P2 interfaces. P2 ties resources to the project delivery process so we can more easily manage and measure performance.
- ◆ **Framework for Project Delivery:** PMBP Manual defines project delivery practices for project initiation, planning, execution and closeout that apply to all work in USACE. Unique, program-specific requirements beyond the generic processes will be documented separately where necessary to ensure successful performance. PMBP Manual defines minimum standards for project data requirements (WBS and NAS usage). It will enable effective program management at all echelons. Common business processes will enable us to empower matrixed teams and support virtual teams.
- ◆ **Effective Regional/Corporate Management:** PMBP Manual will clarify the process and information required to share resources effectively, regionally and corporately. PMBP Manual will establish common definitions and accounting terms. P2 provides tools to manage current and projected workload and performance based on team input. Current and out-year operating budgets can be developed, analyzed, and monitored within the P2 system, based on the sum of all current and projected work, for all echelons of the organization.
- ◆ **Quality Management:** We seek continuous improvement, incorporating lessons learned and new best practices into the corporate system for the benefit of all. PMBP Manual will define a process for determining how future revisions and new best practices will be incorporated. PMBP Manual will define methodologies for monitoring, measuring, and evaluating performance of work. Business practices in the PMBP Manual will conform with ISO 9000 standards, facilitating individual command efforts to achieve ISO 9000 certification.
- ◆ **Client focus:** Our business practices focus on meeting client needs and expectations and can be modified to meet client needs. We balance client/partner needs with our stewardship responsibilities, professional standards, laws and regulations. P2 will provide consolidated reports and information to clients for all work USACE is performing for them (replacing PPDS).
- ◆ **Planning for Success:** PMBP Manual provides tools and structure that reinforce the importance of thorough project planning. It supports the project planning phase through effective project plans, a methodology for obtaining consensus on the baseline plan, and a process for handling changes to the plan.

◆ **Clarify Roles in Matrix Team Environment:** The CBP manual will provide clarification of roles and responsibilities, emphasizing getting the right people, with the right skills, on the right job. It will clarify the process for establishing team membership, for determining what work will be executed in-house versus out-sourced, for accepting work, and specifies who has authority to turn down work. CBP will clarify procedural responsibilities for essential roles (not positions) in the process. Roles do not depend on organizational assignment. Duties and fiscal accountability requirements will be aligned to insure a proper system of checks and balances. PMs provide team members with the funding required to execute the scope of their tasks. Team members participate in the development of the scope of their task and resources estimates. Resource providers (i.e., supervisors) do not control project funds. They support/assist team members in developing accurate scopes of work and estimates, and enabling the accomplishment of work on time, within budget, meeting or exceeding quality standards. Resource providers monitor and assess workload, staffing requirements, capabilities, training needs, and availability of functional team members. They ensure that allocated project funds are used as indicated in the Project Management Plan.

Be watching in coming months for opportunities to provide input to this process. In addition to districts and divisions having the ability to provide input to regional teams already formed in each MSC, there will be time scheduled for Corps-wide review of the PMBP Manual. There will also be field-testing of P2 in FY 02 prior to Corps-wide implementation.

The Huntsville Center is managing the CBP/P2 effort, and Terry Patton is the project manager. A Development Team (the team leader is Nelson Cheng, SPK) has been formed to establish technical requirements for P2 and write the PMBP Manual. An Operational Team (the team leader is Bill Stein, SAD) has been established to provide policy guidance and a regional perspective to the process. 

Whither The Coastal America Partnership?

Norman Edwards – CECW-PM

This year's Coastal America Annual Meeting was held in New Orleans, Louisiana, from May 8-11, 2001 and was attended by over seventy Federal, State, local, and non-governmental partners. The meeting was attended by Bill Leary, Associate Director for Natural Resources, President's Council on Environmental Quality (CEQ), who remained through the entire four day meeting, and Dr. Joseph Westphal, Acting Secretary of the Army and Chair of Coastal America, who joined us for a day.

Because of the extensive comments made by Mr. Leary at this meeting, this article will concentrate on his impressions of the Coastal America Partnership and its future within this Administration. I will provide an overview of the general meeting in a subsequent issue of *Planning Ahead*.

Mr. Leary opened the initial meeting session by providing the retreat attendees with an overview of CEQ. He explained that CEQ serves three basic functions: 1) to provide guidance for the implementation of NEPA, 2) to set the tone for national environmental policy and 3) to resolve federal agency disputes over the first two items. Mr. Leary noted the value in forming successful partnerships

between agencies, such as Coastal America, to foster a feeling of cooperation and, thereby, a reduction in number of disputes elevated to CEQ.

Following these general remarks, Mr. Leary then presented both the Administration's and his personal view of Coastal America and its companion initiative, the Corporate Wetlands Restoration Partnership (CWRP). He first stated that the President is "supportive of Coastal America and is concerned about the coastal environment and sustaining its vitality." He went on to say that he finds Coastal America to be extraordinary in forming a partnership that involves not only the traditional resource agencies but also those not traditionally involved in environmental projects. He feels that this provides unique opportunities. He admires "...the elegance of meeting the needs of a Fish and Wildlife Refuge in Rhode Island with a DOD training opportunity."

He further told us that this administration is very excited about the CWRP and corporate America's involvement in restoring our coasts. The administration is interested in "melding environmental policy with economic policy, and (Coastal America does) that very well." He sees Coastal America "as the model we've been searching for." He said, "This administration wants the federal agencies to take their programs, leverage them, and get results." The push is to use federal funds more efficiently. The administration will also be seeking out new ways of "working with industry, finding the carrots and providing economic incentives" to achieving its environmental goals.

Following these introductory remarks, Mr. Leary stayed to observe and participate in the meeting agenda items. On the last day, he was the meeting's closing speaker. He began by noting that there are currently a number of initiatives, many operating independently of each other. In this regard he remarked that one of Coastal America's advantages over the others is that it is a Bush Senior initiative and this is a Bush Administration. He shared that, while he had originally planned to write a memo on Coastal America as an initiative, he is now looking to cast Coastal America's role as a part of a national plan. He noted that the new administration will be comprised of a lot of people from businesses and governors' offices, a group which should be receptive to the Coastal America model.

He strongly believes that Coastal America needs a strategic plan, and that the plan needs to be big and bold. As population is greatest at the coast, and the greatest diversity of life is at the coast, if we are searching for a model area to strike out in to address both the economy and the environment, then the coast is clearly the place to do it. He wants Coastal America to succeed.

Mr. Leary concluded by stating that he sees Coastal America as a process. Is it really a new way of doing business? Who cares? If it is new, we need to get more people started partnering. If it is not new, why does it matter? It is the success of the process that is important, not the age of the idea.

norman.t.edwards@usace.army.mil 

Information Needed About Alternatives to Riprap and Structural Erosion Control

Betsy Otto, American Rivers

American Rivers is interested in learning more about situations in which the Corps has modified its use of riprap - or used an entirely different approach - to stabilize river banks. We are particularly interested in large, working river settings where this has been done.


As part of our riverfront revitalization program work, American Rivers works with communities that are redeveloping their riverfronts. Many communities have asked us for information about alternative approaches to using riprap along rivers and streams. We believe that the Corps has been involved in such projects and are interested in learning more about them.

These "non-structural" approaches may have been used in situations where alternative stabilization approaches are called for to maximize social benefits, such as recreation (e.g., stepstone revetments), or to maximize wildlife habitat benefits (e.g., bioengineered, vegetated banks). Or these alternative approaches may have implemented as part of Sec. 1135 or 206 or other restoration/erosion control projects undertaken by the Corps.

Please contact Betsy Otto, Director, Community Rivers Program, American Rivers (202-347-7550 x3033, botto@amrivers.org) with any examples or other information. 

Instructions for Contributors to Planning Ahead

This newsletter is designed to improve the communication among all the planners and those we work with throughout the Corps. We hope that future editions will have mostly information and perspective from those of you on the front lines in the districts. We hope that these notes become a forum for you to share your experiences to help all of us learn from each other. We can't afford to reinvent the wheel in each office. We welcome your thoughts, questions, success stories, and bitter lessons so that we can share them on these pages. The articles should be short (2-3 paragraphs) except in some cases where you just have to say more.

- Use MS WORD, if at all possible
- Use "normal" style
- Use Times New Roman font, 11 point
- All text should be left justified with start of each paragraph indented by one tab stop.
- Each article should have short title with only initial letter of each word capitalized
- Following each title should be author's name and organization
- Last line should be contact information – phone number or e-mail address 

Subscribing to Planning Ahead

To subscribe to our distribution list, send an e-mail message to majordomo@usace.army.mil with no subject line and only a single line of text in the message body.

That single line of text should be: "subscribe ls-planningahead".

If you want to be removed from the distribution list use: "unsubscribe ls-planningahead".

To obtain a 'help' file, send only the word 'help' in the text of the message (nothing in the subject line) and address it to majordomo@usace.army.mil .

The web site for additional information is: <http://eml01.usace.army.mil/other/listserv.html> 

Submissions Deadline

The deadline for material for the next issue is **27 June 2001**

Planning Ahead, is an unofficial publication authorized under AR 25-30. It is published by the Planning and Policy Division, Directorate of Civil Works, U.S. Army Corps of Engineers, 20 Massachusetts Ave., NW, Washington, D.C. 20314-1000,
(<http://www.usace.army.mil/inet/functions/cw/cecwpnews.htm>)
TEL 202-761-4574 or FAX 202-761-0464 or e-mail Harry.E.Kitch@usace.army.mil.

